

WAIS Talk to Staff
7/6/95

Back from vacation and got briefed on where things were working and where things weren't. What releases were proceeding and what projects were screwed. Morale seemed hit a low a couple of weeks ago. The quarter's numbers are not to WAIS standard.

I talked with Ottavia and she said we were suffering a bottleneck in staffing and correctly observed that I caused it. I said she was right and started to justify by telling her the date. Then she stopped me. She said at that point I stopped our entrepreneurial company and plugged bootstrap conservatism. She was right. I took a healthy company and caused it a future crisis. Mea culpa.

But she is right in another way: we have a superior team together and the only way you can tell is by what we can do. We are not taking risks. We are acting scared. We are not pushing each project to be great. We are not acting smoothly together.

What we have done for the Internet has dispelled the impossible by doing things first. We have never been an "Aggressive Follower", we are here to lead.

In 1990, we knew there was going to be an Internet and designed a client-server system when people were just talking about down-sizing IBM.

In 1992, we showed you could sell software in a freeware-only non-market.

In 1993, we showed that real publishers will be putting their stuff online and would pay for the privilege: we made the reference services of these time: DJ, CMP, EB
(phone, online services, cable)

In 1994, we showed that the big boys will incorporate the open Internet as their strategy to avoid the tar-pit of proprietary systems.

Now in 1995 we have a shot at proving the next step is do-able. What is that? That people can make money by publishing on the net.

We are employed to be risk takers, to be leaders. We have won up 'til now, let's put it on the line again. If we lose, it is more than just us that loses. If we can ~~not~~ show how people can make money by publishing on the net, then the Internet ~~endure~~ and grow.

w/ll

*market
positions*

We have the funding and the team. We need the ideas to pull this together.
Please think of what we can do to satisfy this goal, and let me know. ~~Talk
about it internally.~~

talk openly